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4 January 1954

MEMORANDUM FOR: DEPUTY DIRECTOR/PLANS  
DEPUTY DIRECTOR/INTELLIGENCE  
DEPUTY DIRECTOR/ADMINISTRATION  
ASSISTANT DIRECTOR/COMMUNICATION  
DIRECTOR OF TRAINING

SUBJECT: Human Resources Program

1. I have expressed to you personally my active interest in a concerted effort to improve the quality of supervision throughout the Agency.

2. During the period, 1 - 8 December, a representative group of senior officials of the Agency--including the Acting DD/A, the Chief of Operations and the Staff Chiefs in DD/P, the I.G., four Assistant Directors, other senior staff personnel and myself--participated in the 4½-hour initial phase of the Human Resources Program.

3. This Program has my strong endorsement. It is a valuable contribution to the general Agency-wide endeavor to improve supervision. I believe that it is extremely important at this time that all senior officials participate in the Human Resources Program to insure a community of understanding regarding management objectives and to facilitate united action to improve management.

4. Arrangements for the participation of senior officials in the Human Resources Program should be appropriate to the specific requirements of major organizational components. In some instances, senior officials find the program more functional to their needs when it is conducted within a general component; in other cases, senior officials will get more out of the program by participating in meetings which include top management personnel from other segments of the Agency. I know that it is planned in DD/P to conduct meetings for the Area Division Chiefs and their Deputies within DD/P.

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5. For those who can profit most by participating in a Human Resources course organized for top management personnel from across the whole Agency, the Director of Training is scheduling one presentation of the  $4\frac{1}{2}$ -hour initial phase of the Program each month until all senior officials will have had an opportunity to attend such meetings. The course will be conducted by Mr. [REDACTED] Chief of the Management Training Division, OTR. It is assumed that senior officials who do not attend meetings organized on an Agency-wide basis will wish to participate in the Human Resources program as it is scheduled within their respective organizational components.

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6. It is planned eventually to include in the Human Resources Program everyone in the Agency who supervises anyone else.

7. A course announcement of the January Human Resources Program for senior officials from across the Agency will reach you within a few days. Request that arrangements be made through the appropriate Training Liaison Officers for whatever further information may be required and for opportunities for your senior personnel to attend a  $4\frac{1}{2}$ -hour Human Resources course as soon as possible.

SIGNED

C. P. CABELL  
Lieutenant General, USAF  
Deputy Director

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